GENERAL ADMINISTRATION DEPARTMENT MISSION

It is the mission of the **City Manager's** office to direct and coordinate City staff to provide effective, efficient, and equitable implementation of Council policies and programs; and to provide representation of City Council policies to citizens, other governmental agencies/jurisdictions and any other entity important to the accomplishment of directives established by the City Council.

The mission of the **City Clerk's** office is to support the values of the community and to administer and safeguard the integrity of the municipal governing process by: Conducting fair and open municipal elections; overseeing the timely and accurate accumulation, organization, dissemination, and accessibility to public records; and ensuring legal compliance of all official postings, public notices, and related advertising.

The mission of the **Capital Improvement Division** is to ensure all citizens share equally in the high quality of City services and amenities by continuing the expansion and improvement of infrastructure as demographics change and City facilities age.

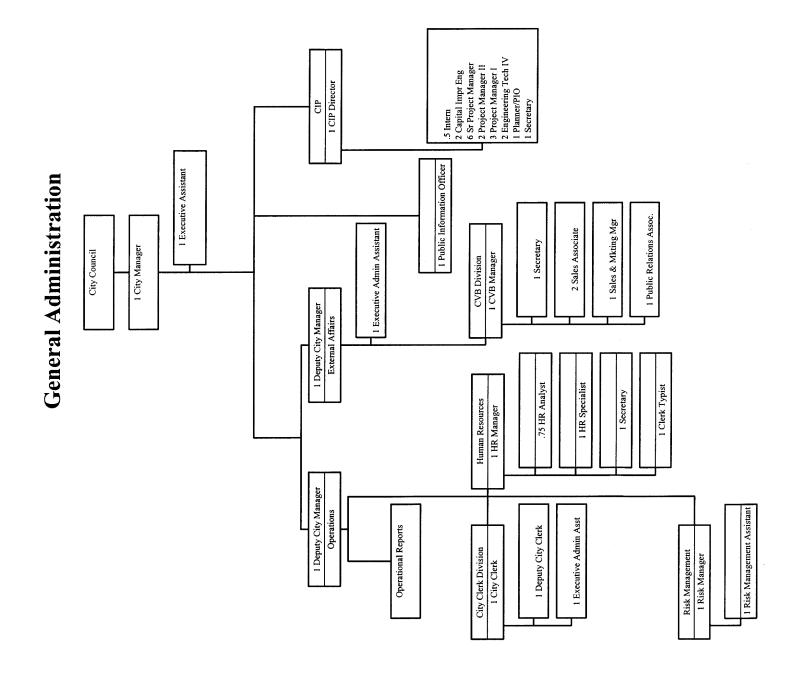
The mission of the **Human Resources Division** is to support the City of Flagstaff's commitment to enhancing partnerships with the citizens of our community by providing dependable service, addressing customer's concerns (both externally and internally), providing high-quality public service, and creating a work environment where initiative, teamwork, and creativity are encouraged and valued.

The mission of the **Risk Management Division** is to develop and maintain an integrated multi-disciplinary program for effective management of the City's resources, assets, and liabilities to protect its employees, property, and citizens and enable the City to achieve its primary aims of enhanced quality of life and service to its citizens.

The mission of the **City Attorney's** office is to provide competent and sound legal advice and representation in matters involving or affecting the City.

The mission of the employees of the **Flagstaff Municipal Court** is to foster a positive and productive environment that promotes the efficient and effective administration of justice.

The mission of the **Convention and Visitors Bureau** is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.



The mission of the City Manager's office is to direct and coordinate City staff to provide effective, efficient, and equitable implementation of Council policies and programs; and to provide representation of City Council policies to citizens, other governmental agencies/jurisdictions and any other entity important to the accomplishment of directives established by the City Council.

PROGRAM DESCRIPTION

The City Manager is responsible for providing professional leadership in administering the programs and policies established by the Mayor and Council. The Manager informs and advises the Council on the affairs of the City, studies and proposes alternatives solutions to community needs for Mayor and Council consideration, prepares and implements the annual financial plan, and coordinates the activities of all Departments/Divisions under his authority to provide effective services at the lowest possible costs.

FY02 GOALS/OBJECTIVES AND RESULTS

- Provide Council with sufficient information to approve appropriate policies and programs, e.g. completion of Annual Budget, completion of five-year CIP, and completion of Council retreat with identification of Community Issues: The Budget, FY03 CIP and the Community Issues retreat were successfully completed.
- Provide the community with sufficient information to understand City issues adequately enough to provide meaningful input for consideration by the Council, e.g. Cityscape, City to Citizen, cable coverage of Council work sessions, City Web page, water bill inserts, and maintaining positive communication links with the media: All forms of communication listed in goal were utilized throughout the fiscal year.
- Increase coordination between departments to maximize staff response in providing service to the community, e.g. department head management team, cross department management teams, and organization-wide customer service program: Successfully completed Organizational Development program with designated Executive Management team which was cross departmental, cross management, and addressed customer service concerns.
- Increase intergovernmental efforts to represent the City's interest with local, state, and federal governments: Created a Deputy City Manager position with a primary focus of enhancing intergovernmental efforts.
- Review funding allocation process and philosophy (i.e. Arts & Science): Deemed not a timely task.

FY03 GOALS AND OBJECTIVES

GOAL: ORGANIZATIONAL SUPPORT OBJECTIVES:

- Maintain City Manager/City Council working relationships for policy development.
- Continue Organizational Development implementation focusing on communication, customer service, leadership development, and organization structure.
- Provide organization leadership and coordination toward implementation of Council goals.
- Continue to provide sufficient information to citizens to gain their understanding of City issues and implement methods to obtain meaningful citizen input.

GOAL: COLLABORATION

OBJECTIVE:

Coordinate Council and staff effort toward building partnership and intergovernmental relationships to pursue policies, services and goals in the interests of the Flagstaff community.

GOAL: CUSTOMER SERVICE

- Keep the citizens well informed and educated through the timely dissemination of information and the facilitation of community input to the Council about City issues, programs, and services.
- Maintain positive communication links with the local media by:
 - Maintaining and/or increasing City television reports providing information to the community about City programs and services.
 - Maintaining and/or increasing City radio reports providing information to the community about City programs and services.
 - Holding twice-yearly meetings with local news agency representatives to evaluate and enhance methods of City communication to community.
- Maintain or improve communication dissemination to citizens by:
 - Improving and updating the City web page with new information on programs and services.
 - Coordinating the development, design, layout, and distribution of Cityscape six times per year.
 - Coordinating and providing information to the Arizona Daily Sun for bi-monthly newspaper advertisement in City to Citizen.
 - Maintaining or expanding televised City Council Work Sessions on Cable Channel 4 to community.
 - Providing/hosting an interview program on City issues, programs, and services to be taped prior to the City Council Work Session and televised.
- Maintain and/or increase the City's ability to have two-way communication with citizens outside of City Hall by coordinating neighborhood meetings with the City Council, neighborhoods, schools, and police Block Watch officers.
- Seek citizen feedback on City services/programs to measure improvements and/or deficiencies through a citizen survey at least annually.
- Improve the City's efforts at educating and involving employees as an information source by distributing question/answer type flyers on City issues, programs, or services for inclusion with City paychecks.

GENERAL ADMINISTRATION

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Maintain and/or increase City TV reports providing information to the community about City programs, services, issues	250 reports/year	50 reports/yr. (1)	50 reports/year
Maintain and/or increase City radio reports providing information to the community about City programs, services, and issues	180 reports/year	150 reports/year	150 reports/year
Hold twice yearly meetings with local news agency representatives to evaluate and enhance methods of City communications to community	0	1 meeting – 3 agencies	2 meetings – all agencies
Improve and update City web page with new information on programs and services	Maintained new site	Added 6 new information elements	Develop a plan for transition to e- government and added 5 new pages
Coordinate the development, design, layout, and distribution of Cityscape	6 times/year	6 times/year	4 times/year
Coordinate and provide information to the Arizona Daily Sun for BI-monthly newspaper advertisement, City to Citizen	24 times/year	24 times/year	Budget cut
Maintain or expand televised City Council work Sessions on Cable Channel 4 to community	48 times/year	47 times/year	48 times/year
Provide/host an interview program on City issues, programs, and services to be taped prior to the City Council Work Session and televised	10 times/year	25 times/year	35 times/year
Coordinate neighborhood meetings with the City Council, neighborhoods, schools, and police Block Watch officers	4 times/year	4 times/year	4 times/year
Develop, coordinate and report the findings of a professional survey of citizen's views on City issues, programs, and services	1 survey completed	1 survey completed	1 survey completed
Develop and distribute a short question/answer type flyer to go with paychecks on City issues, programs, or services	None	1 flyer	3 flyers

(1) Decline due to the elimination of the 4:00 p.m. newscast on Channel 2.

EXPENDITURES BY CATEGORY:	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 324,966	\$ 468,773	\$ 506,102	\$ 583,451	GENERAL FUND	\$ 465,042
CONTRACTUAL	147,439	234,519	179,542	180,020	LIBRARY FUND	32,567
COMMODITIES	12,615	14,995	20,471	14,185	HIGHWAY USER REVENUE FUND	78,737
CAPITAL				_	WATER AND WASTEWATER FUND	116,731
TOTAL	\$ 485,020	\$ 718,287	\$ 706,115	\$ 777,656	AIRPORT FUND	21,365
					ENVIRONMENTAL SERVICES FUND	63,214
EXPENDITURES BY PROGRAM:						\$ 777,656
GENERAL ADMINISTRATION	\$ 353,506	\$ 512,987	\$ 550,103	\$ 623,356		
PUBLIC INFORMATION	125,669	156,650	124,706	108,650		
CUSTOMER SERVICE	5,845	48,650	31,306	45,650		
TOTAL	\$ 485,020	\$ 718,287	\$ 706,115	\$ 777,656]	

COMMENTARY:

The City Manager's operating budget has increased 8.3% and there are no capital expenditures. Personal Services increases reflect market/merit increases as well as an increase in the cost of health insurance. There is no major capital (>\$10,000) for this division.

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The mission of the City Clerk's office is to support the values of the community and to administer and safeguard the integrity of the municipal governing process by: Conducting fair and open municipal elections; overseeing the timely and accurate accumulation, organization, dissemination, and accessibility to public records; and ensuring legal compliance of all official postings, public notices, and related advertising.

PROGRAM DESCRIPTION

As required by the City Charter, the City Clerk maintains the official documents of the City, such as Council meeting minutes, ordinances (including codification), resolutions, deeds, contracts, and easements. The City Clerk conducts all City elections; coordinates the Council's boards and commissions, prepares the Council meeting, work session, and executive session agendas, oversees the City's Record Retention Program, and ensures legal requirements regarding official postings, public notices, and advertising are met.

FY02 GOALS/OBJECTIVES AND RESULTS

- Conduct City 2002 Primary and General elections, insuring all legal requirements are met: All legal requirements were met. The results of the Primary and General elections were accepted without challenge.
- Conduct an Early Voting by Mail program to improve voter awareness and turnout: An Early Ballot Request form was sent to every registered voter by February 1, 2002.
- Assure all legal requirements are met regarding positing, publishing and financial disclosure: All legal requirements were met regarding posting, publishing, financial disclosure, and processing of liquor and off track betting licenses.
- Implement training program for City's Board and Commission members: Developed and implemented first board and commission training program. Additionally, revised and published a new Board and Commission Member Handbook.
- Coordinate efforts to review, revise, and standardize City policies contained in the Policy Manual: This item has been referred to the Executive Management Team (EMT) Policy Committee.

- Publish and distribute revised City Policy Manual: This item has been referred to the Executive Management Team (EMT) Policy Committee.
- Revise and publish Council Candidate Handbook and Agenda Process Handbook: The Council Candidate Handbook and the Agenda Process Handbooks were revised and published.
- Assist with City Website/E-Commerce Project: Established a Boards and Commissions Section on the City website.

ADDITIONAL ACCOMPLISHMENTS FY02

- Successfully conducted the first All Mail Ballot Election in Coconino County.
- Results of the 2001 Special All Mail Ballot Election were accepted without challenge.
- Successfully processed one citizen referendum.
- Provided support and transition services for newly elected Council members.
- Elected Officials Handbook revised, copied, and distributed prior to new Council taking office.
- Staff reports appointing Vice Mayor and Council representatives to boards and commissions completed and processed by June 2002.
- Revised and implemented new Staff Summary Report forms
- Served on the following committees: City Executive Management Team (EMT) as a member and Subcommittee Chair; EMT Steering; Employee Advisory Committee (EAC); Management Information Services (MIS); and Website/E-Commerce.

FY03 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE OBJECTIVES:

- Assure the timely and accurate processing and codification of all ordinances.
- Assure timely and accurate dissemination of information and public records.
- Assure all legal requirements are met regarding posting, publishing, and financial disclosure.
- Design and implement an in-house training program for City's Board and Commission members.
- Coordinate efforts to review, revise, and standardize City policies contained in the Policy Manual, and publish and distribute the revised City Policy Manual.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
All ordinances were codified within one week of their effective date	100%	100%	100%
All ordinances were published within the ten day Charter requirement	100%	100%	100%
All notices of meetings of the City Council were posted within the 24-hour time limit established by State law	100%	100%	100%
All liquor license applications were processed within the time limit established by State law	100%	100%	100%
Mayor and Council members filed Financial Disclosure statements by January 31 as required by State statutes	100%	100%	100%
Within one business day, forward citizen requests for records to the responsible person or department for response and/or handling.	NA	NA	100%
All on site records obtained within three business days and off-site records are obtained within five business days.	NA	NA	100%
All records retained, stored, and destroyed in compliance with federal and state laws, the City Charter, and established practices, policies and procedures on a quarterly basis.	NA	NA	100%
All off-site records labeled, indexed, and stored within three business days following receipt.	NA	NA	100%
Copy Policy rewritten, reviewed, approved and distributed	NA	NA	6/30/03
Update retention schedules on file for all departments	NA	NA	6/30/03
Continue to provide and update public records information on City website	NA	NA	NA
Revise and publish Board and Commission Member Handbook updates	NA	NA	12/31/02
Conduct at least one training session in FY03 using City staff and facilities	NA	NA	6/30/03
Publish the revised Policy Manual	NA	NA	12/31/02

EXPENDITURES BY CATEGORY:	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 144,366	\$ 154,268	\$ 156,375	\$ 166,094	GENERAL FUND	\$ 159,760
CONTRACTUAL	11,139	159,300	155,273	58,030	LIBRARY FUND	5,642
COMMODITIES	1,989	6,600	4,775	3,150	HIGHWAY USER REVENUE FUND	20,683
CAPITAL				9,985	WATER AND WASTEWATER FUND	31,233
TOTAL	\$ 157,494	\$ 320,168	\$ 316,423	\$ 237,259	AIRPORT FUND	5,714
					ENVIRONMENTAL SERVICES FUND	14,227
EXPENDITURES BY PROGRAM:						\$ 237,259
GENERAL ADMINISTRATION	\$ 157,401	\$ 179,668	\$ 175,985	\$ 190,259		
ELECTIONS	93	140,500	140,438	47,000		
TOTAL	\$ 157,494	\$ 320,168	\$ 316,423	\$ 237,259		
OOMMENTA DV.				•		•

The City Clerk's operating budget has decreased 30.8% and capital expenditures total \$9,985 resulting in an overall net decrease of 27.7%. Personal Services increases are due to market/merit increases and the increase in cost of health insurance. The change in contractuals is primarily due to \$140,500 decrease for the general election and \$47,000 increase for a special election for a bond program. There is no major capital (>\$10,000) for this division.

Annual Financial Plan 88 City of Flagstaff, AZ

The mission of the Capital Improvements division is to ensure all citizens share equally in the high quality of City services and amenities by continuing the expansion and improvement of infrastructure as demographics change and City facilities age.

PROGRAM DESCRIPTION

The Capital Improvement division in General Administration provides planning and project management for Capital Improvement Projects. The division is responsible for the design, planning, programming, and construction of City facilities and infrastructure in a comprehensive fashion with appropriate public involvement.

FY02 GOALS/OBJECTIVES AND RESULTS

- Develop a comprehensive five- year capital program: This will be developed in FY03.
- Administer Foundations projects such as; The 4th Street Overpass, Butler/Enterprise, Miscellaneous Safe to School projects and Street Improvement projects: Construction project accomplishments are detailed under 'Additional FY02 Accomplishments' below.
- Administrative oversight responsibility for municipal construction projects: Administrative oversight provided as appropriate.
- Enhance citizen involvement and awareness: Initiated public involvement process for Transportation Program.
- Develop and implement a citizen committee: Coordinated establishment of Citizens Transportation Advisory Committee.

ADDITIONAL ACCOMPLISHMENTS FY02

- Selected, negotiated, and contracted comprehensive professional services as required for Fourth Street Rail Crossing project.
- Began construction phase of Butler Avenue/Enterprise Road Reconstruction project.
- Completed construction phase of \$4 million in FAA and ADOT funded Airport Apron Reconstruction.

- Substantial completion of new Astrogeology facility for U.S. Geological Survey.
- Continuation of Sunnyside Neighborhood Infrastructure replacement and enhancements including construction of Phase II and design administration of Phase III.
- Established basis and staff training for uniform capital project delivery process.
- Completed construction phase of Safe-to-School and Transit foundation projects including DeMiguel Pedestrian Refuge and sidewalks, Thomas School sidewalks, and Route 66 temporary bus pullouts.
- Substantial completion of design for Soliere Avenue Extension at Fourth Street and Country Club Drive widening with construction scheduled for the summer and fall of 2002.
- Completed construction phase of MPO sponsored Shultz Pass Road realignment and Butler Avenue improvements at Foxglenn Park.
- Completed design administration and substantial portion of construction phase for Airport North Taxiway replacement and runway safety improvements.
- Identification, prioritization, and preliminary design of second year multi-modal projects including urban trails, pedestrian, bicycle, and Safe-to-School improvements.

FY03 GOALS AND OBJECTIVES

GOAL: CAPITAL IMPROVEMENTS OBJECTIVES:

- Coordinate the development of a comprehensive 5-year capital program based on a pre-determined prioritization method, which engages all City departments, as well as the public at large.
- Enhance project delivery through two-way communication with all City departments, City Council, and the public.
- Conduct project-scoping meetings, including both internal and external stakeholders, in order to identify and address all pertinent project issues at the earliest possible time.

GOAL: CUSTOMER SERVICE OBJECTIVE:

Conduct public meetings for major projects to engage the public and establish positive working relationships.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Percentage of Capital Projects delivered in accordance with accepted work program	70%	75%	75%
Adoption of a comprehensive 5-year capital program	NA	NA	6-03
Create a standardized schedule and budget reporting system.	NA	NA	6-03
Document issues identified and the results of the identification from project scoping meetings: Scoping documentation.	NA	NA	90%
Document public meetings and their impact on projects: Number of public meetings conducted.	N/A	N/A	12

EXPENDITURES BY CATEGORY:	Actual Expenditur	Adopted es Budget	Estimated Expenditures	Adopted Budget	SOURCE OF FUNDING:	Adopted Budget
	2000-200	•	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ -	\$ 453,304	\$ 361,901	\$ (275,681)	GENERAL FUND	\$ (127,296)
CONTRACTUAL	-	50,431	95,084	108,295		\$ (127,296)
COMMODITIES	-	37,980	22,728	40,090		
CAPITAL		5,000	4,354	-		
TOTAL	\$ -	\$ 546,715	\$ 484,067	\$ (127,296)		
	-					
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ -	\$ 226,306	\$ 248,732	\$ (520,268)		
PROJECT MANAGEMENT	-	320,409	231,671	392,972		
ADOT PROJECT COORDINATION	-	-	2,327	-		
HERITAGE SQ STAFF SUPPORT			1,337	-		
TOTAL	\$ -	\$ 546,715	\$ 484,067	\$ (127,296)		
					1	

The Capital Improvement operating budget has decreased 123.5% and there are no capital expenditures. Personal Services decreases are due to a new allocation method for Capital Improvement. All costs plus the administrative overhead assigned to the divisions is now allocated. Contractuals increases are due to the Bank One lease that will house CIP staff in FY 03. Commodites increases are due to additional office supply purchases. There is no major capital (>\$10,000) for this division.

Annual Financial Plan 90 City of Flagstaff, AZ

The mission of the Human Resources division is to support the City of Flagstaff's commitment to enhancing partnerships with the citizens of our community by providing dependable service, addressing customer's concerns (both externally and internally), providing high-quality public service, and creating a work environment where initiative, teamwork, and creativity are encouraged and valued.

PROGRAM DESCRIPTION

Human Resources is responsible for all areas impacting employees and potential employees. These functions include recruitment and selection, employee grievance and appeals resolution, classification and compensation, employee development and training, employee benefits and services, and equal employment opportunity and affirmative action.

FY02 GOALS/OBJECTIVES AND RESULTS

- Continue to revise the Employee Handbook: Revision complete.
- Complete automation of Personnel Action Forms: The process continues and implementation is anticipated in EY03
- Implement Customer Service Training: Training will be provided in FY03.
- Enhance Exit Interview process: Process enhanced through the inclusion of payroll so that termination benefits are explained.

- Implement Board Classification for clerical staff positions: Completed
- Start process for implementing skilled base pay for Utilities: First phase of skill based pay implemented.
- Revise performance evaluation process: Will address in FY03.
- Implement a Mediation Program: Complete.

FY03 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- Revise the current performance evaluation form to include a section that addresses customer service.
- Provide customer service training to employees to ensure they understand and demonstrate good customer service.
- Provide all new employees with an overview of expectations regarding customer service.
- Revise job descriptions to include a statement that excellent customer service is a job requirement.
- Establish a recognition/award program to recognize employees who have provided outstanding customer service.

GOAL: ORGANIZATIONAL SUPPORT OBJECTIVES:

- Complete automation of Personnel Action Forms.
- Complete review of compensation and benefits program to ensure the City is externally competitive within its financial capability.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Conduct and complete 100% of formal grievance appeals, or EEOC complaints within legal or policy guidelines	100%	100%	100%
Offer a minimum of two computer classes per month	100%	100%	100%
Revise current evaluation form to include section re: customer service	NA	NA	6/30/03
Provide customer service training to all employees by 6/30/03	NA	NA	100%
Provide new employees with overview of customer service expectations	NA	NA	100%
Revise job descriptions to include customer service as job requirement	NA	NA	50%
Establish recognition program to recognize employees who have provided excellent customer service	NA	NA	6/30/03
Automate Personnel Action Forms	NA	NA	6/30/03
Review of compensation and benefits program	NA	NA	6/30/03

EXPENDITURES BY CATEGORY:	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 286,348	\$ 308,999	\$ 315,517	\$ 254,127	GENERAL FUND	\$ 209,689
CONTRACTUAL	101,652	108,888	85,158	76,568	LIBRARY FUND	25,642
COMMODITIES	28,657	38,345	39,562	24,305	HIGHWAY USER REVENUE FUND	27,261
CAPITAL				-	WATER AND WASTEWATER FUND	50,996
TOTAL	\$ 416,657	\$ 456,232	\$ 440,237	\$ 355,000	AIRPORT FUND	7,949
					ENVIRONMENTAL SERVICES FUND	33,463
EXPENDITURES BY PROGRAM:						\$ 355,000
GENERAL ADMINISTRATION	\$ 189,633	\$ 209,358	\$ 184,678	\$ 192,583		
RECRUITMENT AND SELECTION	10,430	3,800	28,477	53,867		
RISK MANAGEMENT	84,800	117,700	117,742	-		
COMPENSATION AND CLASS.	-	400	400	200		
TRAINING & DEVELOPMENT	131,794	124,974	108,940	108,350		
TOTAL	\$ 416,657	\$ 456,232	\$ 440,237	\$ 355,000		

The Human Resources operating budget has decreased 22.2% and there are no capital expenditures. The decrease is due to the transfer of Risk Management to Division 05. There is no major capital (>\$10,000) for this division.

Annual Financial Plan 92 City of Flagstaff, AZ

The mission of the Risk Management division is to develop and maintain an integrated multi-disciplinary program for effective management of the City's resources, assets and liabilities to protect its employees, property and citizens and enable the City to achieve its primary aims of enhanced quality of life and service to its citizens.

PROGRAM DESCRIPTION

The Risk Management division is responsible for control of risk and focuses on the protection of the City's human, financial and physical assets. The protection and well-being of employees and the public is of utmost priority and financial and physical assets provide us with the tools to accomplish the City's mission of service to it's citizens.

FY02 GOALS/OBJECTIVES AND RESULTS

- Efforts continuing to expand Risk Master database.
- Establish three-year plan for updating City Safety Handbook: City Safety Manual revision is continuing. The abbreviated Employee Safety Manual is drafted and policies referenced in this manual that must be written or revised have been identified for work in 2002/2003.
- Revise Accident Review Board regulations and employee accident reporting forms: Revisions continuing.
- Formalize restitution process to assure notification of all City damages: As a result of the improved notification process, in excess of \$31,000 was collected in restitution during calendar year 2001.

ADDITIONAL FY02 ACCOMPLISHMENTS

Workers compensation claims - experienced a 24% reduction in the number of reported claims during calendar year 2001.

- Liability claims 56 closed during calendar year 2001.
- Risk Management Contract/Insurance and Indemnification manual placed into use by Purchasing department and serves as a guide for City contracts.
- Workers Compensation insurance was successfully bid and placed with the State Compensation Fund with a minimum of disruption to employees.

FY03 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- To be responsive to both internal and external customers needs and requests.
- Develop and utilize a "satisfaction response card" to be mailed to claimant's (internal and external) asking for comments on a variety of service issues.

GOAL: FISCAL HEALTH

OBJECTIVES:

- To apply risk management techniques to minimize the adverse effects of losses and long-term costs of City activities by identification, prevention, and control of risk and to serve as a cost reduction center.
- Conduct safety inspections of City facilities to identify areas that need improvement in life safety.
- Implement recommendations of Accident Review Board investigations of accidents.
- Manage Return to Work program and Sick Industrial policy.
- To protect the City against the financial consequences of accidental losses of a catastrophic nature. Stay abreast of changing insurance markets and legal climate concerning public entities to avoid self-insuring risks that are not consciously retained.
- Consult with Broker concerning obtaining coverage for identified exposures, or Finance Department to be certain funding is available for retained exposures. Attend Public Risk Management seminars and Certified Risk management courses addressing public entity issues.

GOAL: PUBLIC SAFETY

- To protect and conserve the City's assets and public service capabilities from loss, destruction, or depletion to ensure that citizens may benefit and utilize City services and facilities.
- Assist division safety coordinators by conducting "train the trainer" classes in defensive driver, ergonomics, risk identification, Federal and Sate regulations, and City policies.
- Assure that divisions have access and are aware of resources risk management can provide.
- Emergency evaluation plans written and drills scheduled.

GENERAL ADMINISTRATION

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Complete one facility inspection monthly and make recommendations	NA	NA	12 inspections
Reduce the number of workers compensation claims compared to previous year	NA	NA	5%
Conduct monthly Accident Review Board meetings monthly and follow through on recommended preventative actions	NA	NA	12 meetings
Manage Return to Work and Sick Industrial policy as measured by the number of lost workdays and compared with ICMA lost work day benchmark	NA	NA	No greater than 5% variance.
Designation as a Certified Rick Manager completed	NA	NA	12/02
Conduct satisfaction survey and compare with ICMA performance benchmark	NA	NA	Satisfaction greater than benchmark
Have contact with each division safety coordinator on a monthly basis	NA	NA	12 contacts/year
Emergency evacuation plans written	NA	NA	12/31/02
Fire drills completed	NA	NA	1

EXPENDITURES BY CATEGORY:	Ac	ctual	Adopted		Estir	nated	Adopted	SOURCE OF FUNDING:	Adopted
	Exper	nditures	Βu	dget	Expenditures		Budget		Budget
	2000)-2001	200	1-2002	2001	-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$	-	\$	-	\$	-	\$ 98,558	GENERAL FUND	\$ 107,463
CONTRACTUAL		-		-		-	6,370		\$ 107,463
COMMODITIES		-		-		-	2,535		
CAPITAL		-		-			-		
TOTAL	\$		\$	-	\$	-	\$ 107,463		
EXPENDITURES BY PROGRAM:			_		_				
ADMINISTRATION	\$	-	\$	-	\$	-	\$ 107,463		
TOTAL	\$	-	\$	-	\$	-	\$ 107,463		
COMMENTARY									

COMMENTARY:

Risk Management is a new division that transferred from the Human Resources division. There is no major capital (>\$10,000) for this division.

Annual Financial Plan 94 City of Flagstaff, AZ

The mission of the City Attorney's office is to provide competent and sound legal advice and representation in matters involving or affecting the City.

PROGRAM DESCRIPTION

The Law division assures the legality of the official business of the City of Flagstaff by providing legal advice and opinions to the Mayor and Council, the City Manager, the City departments, and the City 's boards and commissions. This division represents the City in civil litigation, and represents the City and the State of Arizona in criminal misdemeanor cases occurring within the City limits. This division also prepares or reviews all contracts, ordinances, resolutions or other legal documents involving the City.

FY02 GOALS/OBJECTIVES AND RESULTS

- Provide legal advice to the City Council, City Manager, the City's departments, and boards and commissions in a timely manner: Provided legal advice on a diverse spectrum of topics as detailed in the Major Accomplishments for FY02.
- Prosecute or defend all litigation initiated by or against the City after all settlement attempts have failed: All litigation pursued as appropriate.
- Prepare or review in a timely fashion all correspondence, contracts, agreements, ordinances, resolutions, or other legal documents involving or affecting the City: Prepared or reviewed legal documentation as detailed above in a timely manner.
- Provide advice and guidance to reduce liability exposure and to reduce claims filed against the City: Advice and guidance provided as needed.
- Provide aggressive prosecution of criminal misdemeanors occurring within the City limits: Aggressive prosecution provided as needed.

ADDITIONAL ACCOMPLISHMENTS FY02

Ordinances, Resolutions, and Regulations: Reviewed, revised, or drafted in whole or in part, new floodplain regulations, design review guidelines, administrative hearing procedures in the litter ordinance, revisions to the Land Development Code to comply with the State's Growing Smarter acts, the regional plan, the affordable housing "set-aside" policy, and an ordinance establishing a stormwater management utility.

- Redevelopment: Prepared ordinance authorizing acquisition of additional downtown properties for redevelopment, entered into negotiations with owners of desired properties, filed condemnation actions where appropriate and as directed, participated in negotiations and preparation of documents regarding the purchase or option to purchase several properties within the scope of the Rio de Flag realignment project, reviewed and revised resolution designating the East Flagstaff Gateway Area as a redevelopment area, reviewed the state land lease affecting the Flagstaff Mall redevelopment, and hired legal consultants to analyze options for the Mall and Purina redevelopment's.
- Community Health and Welfare: Concluded a criminal nuisance case involving approximately 50 asbestos-laden trailers stored on private property in conjunction with various City departments and the Arizona Department of Environmental Quality in negotiating the voluntary removal of the trailers and the clean-up of the property; provided advice and research to the Council on liquor license saturation in the downtown and an applicant's lack of qualification in aiding the Council's decision to deny the transfer of a license; and continued enforcement of litter abatement in Sunnyside.
- USGS Building 1: Provided advice and direction to the City and U.S.G.S. regarding the National Historic Preservation Section 106 process.

FY03 GOALS AND OBJECTIVES

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- Provide legal advice to the City Council, City Manager, the City's departments, and Boards and Commissions in a timely manner.
- Prepare or review in a timely fashion all correspondence, contracts, agreements, ordinances, resolutions, or other legal documents involving or affecting the City.

GOAL: PUBLIC SAFETY

OBJECTIVES:

- Prosecute or defend all litigation initiated by or against the City after all settlement attempts have failed.
- Provide aggressive prosecution of criminal misdemeanors occurring within the City limits.

GOAL: FISCAL RESPONSIBILITY

OBJECTIVES:

Provide advice and guidance to reduce liability exposure and to reduce claims filed against the City of Flagstaff.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Ordinances/Resolutions reviewed	26/78	30/96	30/100
Contracts/Leases/Agreements reviewed	102	143	150
Council meetings attended (Work/Regular/Special/Executive)	118	108	110
New cases set for pretrial conference	3,209	3,075	3,200
Domestic Violence cases	468	415	450
Driving under the Influence (DUI) cases	484	579	600
Pending DUI files at year end	186	239	200
Percentage of cases pled at Pre-Trial	NA	30%	30%

EXPENDITURES BY CATEGORY:	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 582,927	\$ 745,681	\$ 726,572	\$ 829,431	GENERAL FUND	\$ 669,796
CONTRACTUAL	39,813	65,069	68,312	24,769	LIBRARY FUND	16,403
COMMODITIES	49,849	39,220	16,702	36,490	HIGHWAY USER REVENUE FUND	60,127
CAPITAL				-	WATER AND WASTEWATER FUND	86,394
TOTAL	\$ 672,589	\$ 849,970	\$ 811,586	\$ 890,690	AIRPORT FUND	16,610
					ENVIRONMENTAL SERVICES FUND	41,360
EXPENDITURES BY PROGRAM:						\$ 890,690
GENERAL ADMINISTRATION	\$ 144,876	\$ 152,063	\$ 143,107	\$ 123,534		
COUNCIL AND COMMISSIONS	264,828	377,359	357,360	377,916		
POLICE COURT	262,885	320,548	311,119	389,240		
TOTAL	\$ 672,589	\$ 849,970	\$ 811,586	\$ 890,690		

The Law division operating budget has increased 4.8% and there are no capital expenditures. Personal Services increases are due to market, merit, and health insurance increases. There is no major capital (>\$10,000) for this division.

The mission of the employees of the Flagstaff Municipal Court is to foster a positive and productive environment that promotes the efficient and effective administration of justice.

PROGRAM DESCRIPTION

The Municipal Court is responsible for the adjudication and disposition of all local code violations, criminal traffic, civil traffic, and criminal misdemeanor cases that occur within the Flagstaff City limits in a prompt, judicious, and effective manner. The Court is accountable to the Arizona Supreme Court through the Superior Court of Coconino County in judicial matters and reports to the City regarding financial and administrative matters not unique to Court operations.

FY02 GOALS/OBJECTIVES AND RESULTS

- Fully implement a tax intercept program for improved payment of fines: Fully implemented and built on the pilot for the program.
- Implement RATE (an in-custody alcohol treatment) program: Staffing not available through coordinating agency. Until the other agency hires the necessary staff, we will not be able to pursue.
- Conduct study on future court facilities needs and options:
 Ongoing process with Redevelopment and Facilities teams.
- Establish a court staff-training center: Ongoing training program established through multi-jurisdictional specialist.
- Update and remodel current facilities for increased customer service and security: Anticipated to be complete summer of 2002.
- Conduct a comprehensive evaluation of the Drug Court program. Began evaluation of program. Will complete FY03.
- Conduct an independent audit of court financial operations: The audit was complete 7/2001 and the Court received a clean audit opinion.

ADDITIONAL ACCOMPLISHMENTS FY02

- Completed a strategic plan update, Justice 2020, for all courts within the county.
- All staff has completed the annual training and orientation requirements of Arizona Judiciary.
- Expanded operations of warrant division, working with Justice of the Peace courts in coordinating efforts.
- Developed coordinated efforts with other courts in the county in bringing on interpreter and training positions.
- Began electronic disposition reporting directly to the Department of Public Safety (Criminal Justice Integration Program) on criminal violations.
- Began electron disposition reporting to the Motor Vehicle Division on traffic violations.

Implemented a new performance evaluation process that emphasized personal responsibility and customer service for employees.

FY03 GOALS AND OBJECTIVES

GOAL: PUBLIC SAFETY

OBJECTIVES:

- Through active case management, adjudicate 90% of all cases within 90 days (ABA standard).
- Comply with all Rules of Court and Statutory case handling requirements.
- Provide accurate information to the public.
- Implement an automated case calendar system.
- Complete the comprehensive Drug Court evaluation.
- Use video appearance system more extensively for plea proceedings.
- Complete data clean up and provide accurate case information to the public on new court information web page provided through the State court system.

GOAL: FISCAL HEALTH

OBJECTIVES:

- Expand collection efforts to increase total yearly revenues.
- Maintain fiscal integrity in all financial transactions.
- Comply with all Minimum Accounting Standards and report yearly.
- Increase amount entered into tax intercept program by 50%
- Coordinate with the AOC on statewide collection program using private collection agencies.
- Use warrant unit to coordinate statewide enforcement and transportation of those arrested on court warrants.

GOAL: CUSTOMER SERVICE

OBJECTIVES:

- Develop an attitude and expectation in providing service to court customers while maintaining integrity in the application of state law.
- Have all staff complete orientation and training requirements of Arizona Judiciary.
- Develop Minimum Operational Standards for the Court.
- Fully establish performance expectations for all positions that include customer service expectations.
- Continue with development of facilities that provide improved access and security to the Court.

GOAL: COLLABORATION

- Collaborate efforts across a broad range of programs with other local courts, the Arizona Supreme Court, law enforcement, and the bar.
- Continue the multi-jurisdictional Drug Court while adding a streamlined process for misdemeanor cases.
- Work with Statewide efforts for automation coordination by the Court Automation Coordinating Committee.
- Continue implementation of the Justice 2020 strategic plan in collaboration with Justice and Superior Courts.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Timely adjudication of all cased filed before the court			
Total # of charges filed (*change in process, excludes parking violations)	24,059*	23,149	26,000*
Cases completed 0-30 days (state average = 55%)	58%	54%	58%
Cases completed 31-60 days (state average = 24%)	27%	27%	27%
Cases completed 61-90 days (state average = 10%)	8%	9%	8%
Cases completed 91-120 days (state average = 5%)	3%	3%	3%
Cases completed 121+ days (state average = 6%)	4%	6%	4%
Consistent and accurate collection of fines imposed by the Court			
Amount of general funds collected	\$798,462	805,442	810,000
Amount of surcharges collected	635,719	627,656	630,000
Amount of local funds collected	155,532	178,382	180,000
Total amount collected	1,589,713	1,611,480	1,620,000

EXPENDITURES BY CATEGORY:	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 852,985	\$1,052,497	\$1,046,365	\$1,173,950	GENERAL FUND	\$1,537,634
CONTRACTUAL	199,030	192,492	181,709	208,272		\$1,537,634
COMMODITIES	42,784	76,114	39,795	108,582		
CAPITAL	50,656	46,830	-	46,830		
TOTAL	\$1,145,455	\$1,367,933	\$1,267,869	\$1,537,634		
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EXPENDITURES BY PROGRAM:					1	
GENERAL ADMINISTRATION	\$ 307,147	\$ 766,006	\$ 419,183	\$ 674,410		
TRIALS & ARRAIGNMENTS	331,375	308,158	360,774	343,647		
RECORDS MANAGEMENT	310,579	73,480	255,549	269,382		
COURT COLLECTIONS	196,354	220,289	232,363	250,195		
TOTAL	\$1,145,455	\$1,367,933	\$1,267,869	\$1,537,634		
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The City Court operating budget has increased 12.8% and capital expenditures total \$46,830 resulting in an overall net increase of 12.4%. Personal Services increases are due to market, merit, and health insurance increases. A new position (1 FTE), Information Systems Specialist, has been added that will be funded through state and local JCEF. Contractuals increases are due to increase in postage (\$10,000) and telephone. Commodities increases are due to upgrade to digital recording system (\$18,445), five new computers and office equipment. Major capital (>\$10,000) includes \$10,000 for a copier, \$10,000 for a security lock system, and \$26,830 for remodeling of the courthouse. All the capital items are carryovers from FY 02. Onetime expenditures for this division are the computer/office equipment and digital recording system.

Annual Financial Plan 98 City of Flagstaff, AZ

The mission of the Convention and Visitors Bureau is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

PROGRAM DESCRIPTION

The Flagstaff Convention and Visitors Bureau is charged by city ordinance with administering tourism programs for the City of Flagstaff and receives an allocation of 30% of the BBB tax collected. Programs to develop tourism in Flagstaff are ongoing and include marketing to tour operators, travel agents, meeting and conference planners, consumers and media, both in domestic and international markets. The CVB is also involved in the creation and maintenance of partnership opportunities.

FY02 GOALS/OBJECTIVES AND RESULTS

- To strategically position Flagstaff as a preferred travel destination: Participated in trade shows and missions in Europe, Canada and domestically. Developed new ad campaign "Good-bye starch, Hello Flagstaff . . ." Flannel Shirt ads. Created awareness for local events through a Calendar of Events and Flagstaff Happenings.
- Complete the Long Term Strategic Plan Study for tourism: Participated in NAU Research Survey sponsored by ATA to begin data collection.
- Increase exposure on the Internet: Created incentive promotion for the new design of Web page. Advertised on Internet travel pages (Fodor's).
- Increase earned media coverage in all markets international, domestic and regional: Began aggressive proactive public relations program that included attendance at international and domestic trade shows. Created snow plan with Phoenix area meteorologists. Pitched ideas to targeted publications and published editorial content.
- Continue to work closely with local industry partners: Worked closely with Innkeepers Association, No. AZ Restaurant Association, Downtown Business Alliance, Flagstaff Cultural Partners among others.
- Improve public education to convey to local residents the direct economic benefits of tourism and how it provides for an improved quality of life for the entire community: Worked with local media to discuss issues, which would educate citizens. Took advantage of speaking opportunities to share information. Created Public Service Announcements, which will run on local radio stations during tourist season.
- Strengthen the advocacy role of the CVB on behalf of the tourism marketplace in Flagstaff: Lent support and resources to organizations in need of assistance.
- Develop stronger ties with the Arizona Office of Tourism and other CVB's around the State Regularly attended partnership meetings and encouraged attendance by our partners at meetings held in Northern Arizona. Attended

Sales Missions and Trade events with AOT and other CVR's

ADDITIONAL ACCOMPLISHMENTS FY02

Created a strong, productive staff at the CVB.

- Strengthened regional ties by accepting chairmanship of two cooperative organizations: Arizona Rocks and the Northern Arizona Marketing Coalition.
- Re-established Flagstaff as a significant contributor to International marking efforts (Canada, Japan, Germany and the United Kingdom).
- Hosted a successful reception at the Rocky Mountain Symposia.
- Facilitated the timely replacement of transportation services when NavaHopi went out of business.
- Expanded the Tourism Commission and gained new excitement and expertise.
- Partnered with other City divisions to solidify the Flagstaff message when attracting business to the area.
- Expanded editorial media exposure in major publications.

FY03 GOALS AND OBJECTIVES

GOAL: ECONOMIC DEVELOPMENT/ REDEVEOPMENT

- Establish Flagstaff as a year round destination, balancing the tourism effects of seasonality by:
 - Identifying niche markets with high value, potentially year round customers.
 - Creating opportunities for stakeholders to attract business through the development of itineraries.
 - Educating the media to the wonders of wintertime in Flagstaff.
 - Working within the community to facilitate the creation of a Conference center.
 - Continuing our presence at International trade events to promote Flagstaff.
 - Strengthening and expanding regional partnership programs.
 - Proactively telemarketing and calling new potential customers.
- Increase earned media coverage in all markets international, domestic and regional by:
 - Further development of the Public Relations (PR) Associate position.
 - Having PR be a strong presence at Public Relations events associated with trade and travel shows.
 - Working with local media in developing stories that strive to lessen the division between visitors and residents.
- Continue to work closely with local industry partners and expand opportunities for our existing partners by:
 - Finding new recipient lists for Calendars of Events and Flagstaff Happenings.
 - Increasing visibility and participation in the community of the Tourism Commission.

- Continuing with community participation and education programs like Service at it Peak – Flagstaff.
- Creating opportunities for residents to enjoy cultural and artistic event.
- Continuing to focus the message about Flagstaff and get community partners involved with the sales process.
- Continue to strengthen the relationships with the Arizona Office of Tourism, the Arizona Tourism alliance, and the Arizona Film Commission by:
 - Participating as often as possible in events, missions, and shows that are sponsored by these groups.
 - Working to be a regional example that is willing to help out smaller, funding challenged destinations.
- Increase visitation to Flagstaff, which would then increase BBB and Sales Tax revenues.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Increase Hotel portion of BBB tax by 2%	NA	NA	2%
Increase Restaurant portion of BBB tax by 3%	NA	NA	3%

EXPENDITURES BY CATEGORY:	Actual	Adopted	Estimated	Adopted	SOURCE OF FUNDING:	Adopted
	Expenditures	Budget	Expenditures	Budget		Budget
	2000-2001	2001-2002	2001-2002	2002-2003		2002-2003
PERSONAL SERVICES	\$ 221,159	\$ 288,627	\$ 253,386	\$ 315,642	TOURISM FUND	\$1,273,472
CONTRACTUAL	626,981	706,116	611,939	800,835		\$1,273,472
COMMODITIES	118,802	124,900	116,336	146,995		
CAPITAL	25,676	10,000	-	10,000		
TOTAL	\$ 992,618	\$1,129,643	\$ 981,661	\$1,273,472		
EXPENDITURES BY PROGRAM:						
GENERAL ADMINISTRATION	\$ 322,074	\$ 428,480	\$ 319,915	\$ 464,967		
MARKETING AND PROMOTION	670,544	691,163	658,046	798,505		
FILM OFFICE		10,000	3,700	10,000		
TOTAL	\$ 992,618	\$1,129,643	\$ 981,661	\$1,273,472		
		<u> </u>				

The Tourism operating budget has increased 12.8% and capital expenditures total \$10,000 resulting in an overall net increase of 12.7%. Personal Services increases are due to the customary market/merit increase along with an anticipated increase in the cost of health insurance. Contractuals and commodities have both increased, which are a result of achieving full staffing. Major capital of \$10,000 represents carryover cost of improvements for the Mulligan House. Onetime expenditures for this division include: General Administration-downtown enhancements for \$34,000 and consultants fees of \$50,000; Marketing--consultants fees of \$53,500, advertising costs of \$60,000, and travel and registration of \$10,000.

Annual Financial Plan 100 City of Flagstaff, AZ

The mission of the Convention and Visitors Bureau is to develop, promote, and maintain Flagstaff as a year-round visitor destination with professional visitor services that will benefit the community economically, environmentally, and socially.

PROGRAM DESCRIPTION

This division administers the Visitor Services program through a contract with the Chamber of Commerce. Visitor Center staff offers assistance by responding to telephone inquiries, walk-in visitors, mail requests and Internet requests about Flagstaff and Northern Arizona. Services are provided seven days a week for 63 hours a week at the Visitor Center (8:00 a.m. to 5:00 p.m. daily).

FY02 GOALS/OBJECTIVES AND RESULTS

- To continue increasing the customer satisfaction level in all stages of visitor services provided to travelers to Flagstaff: Developed a Customer Satisfaction Survey for future tracking purposes. Each staff member should attend two Customer Training seminars per year.
- Maximum turnaround time on Internet inquiries of 24hours and a 5-day maximum for fulfillment of mailed requests: Tracked response rate and met this goal.
- To participate with the Convention and Visitors Bureau on at least three new familiarization trips to designated sites,

attractions and facilities in Northern Arizona: Plan added for upcoming year.

ADDITIONAL ACCOMPLISHMENTS FY02

- Improved fiscal responsibility for all aspects of Visitor Center Administration.
- Made improvements in customer service and the delivery of information to visitors.
- Maintained working rapport with tour operators, hotels, and restaurants resulting in greater reach of information available to visitors.

FY03 GOALS AND OBJECTIVES

GOAL: ECONOMIC DEVELOPMENT/
REDEVELOPMENT

OBJECTIVES:

- To continue increasing the customer satisfaction level in all stages of visitor services provided to travelers in Flagstaff.
- Maximum turnaround time on Internet inquiries of 24hours and a 5-day maximum for fulfillment of mailed requests.
- Participate with the Convention and Visitors Bureau on at least three new familiarization trips to designated sites, attractions, and facilities in Northern Arizona.

PERFORMANCE INDICATORS	CY00	CY01	CY02 OR FY03 (EST)
Total outgoing mailed inquiries	8,990	6,249	7,500
Total telephone inquiries	38,867	34.356	35,000
Total walk-in visitors	110,066	93,808	100,000
Total inquiries via internet	32,000	257,277	275,000

EXPENDITURES BY CATEGORY:	Actual Expenditures 2000-2001	Adopted Budget 2001-2002	Estimated Expenditures 2001-2002	Adopted Budget 2002-2003	SOURCE OF FUNDING:	Adopted Budget 2002-2003
PERSONAL SERVICES CONTRACTUAL	\$ 2,739 224,274	\$ 3,135 227,425	\$ 5,625 230,102	\$ 4,391 219,025	TOURISM FUND	\$ 461,316 \$ 461,316
COMMODITIES	34,158	34,000	36,930	37,900		
CAPITAL	-	200,000	30,000	200,000		
TOTAL	\$ 261,171	\$ 464,560	\$ 302,657	\$ 461,316		
EXPENDITURES BY PROGRAM: GENERAL ADMINISTRATION TRAIN STATION OPERATIONS TOTAL	\$ 209,384 51,787 \$ 261,171	\$ 414,635 49,925 \$ 464,560	\$ 246,715 55,942 \$ 302,657	\$ 407,000 54,316 \$ 461,316		

COMMENTARY:

The Visitor Services operating budget has decreased 1.2% and capital expenditures total \$200,000 resulting in an overall net decrease of 0.7%. Major capital (>\$10,000) includes \$200,000 for the rehabilitation of the Visitor's Center of which \$170,000 is a carryforward from FY 02.

